



Departmental Quarterly Performance Report

Department Name: Cultural Affairs

**Reporting Period:
FY2003-2004
3rd Quarter**

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Departmental Quarterly Performance Report

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MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

COUNTYWIDE STRATEGIC THEME:

Quality of Life for All

Safety and Quality of Neighborhoods

Technology, Innovation, Access and Information

A Healthy Economy

Cooperation and Coordination

Fiscally Responsible and Stable

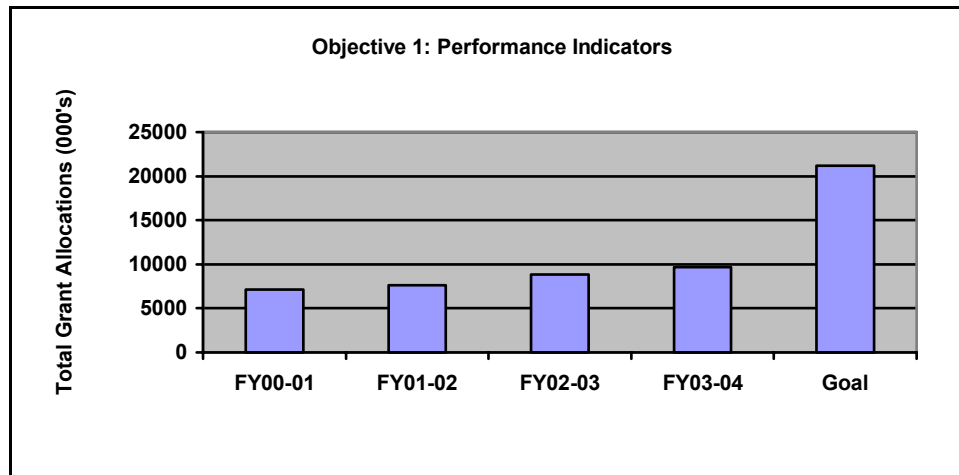
DEPARTMENT RELATED STRATEGIC PLAN GOAL:

- ◆ **Secure and invest additional public and private resources to improve and expand programs, services and facilities**

- ☒ Strategic Plan
- ☒ Business Plan
- ☒ Budgeted Priorities
- ☐ Customer Service
- ☐ ECC Project
- ☐ Workforce Dev.
- ☐ Audit Response
- ☐ Other _____
- (Describe)

Serve as a Cultural Developer Countywide

- **Objective:** Increase funding available through the 15 existing grants programs to strengthen support for cultural development –
Status: Grants programs increased by \$1,190,000 FY2003 to FY2004
- **Objective:** Establish 3 new grants programs to complete the comprehensive investment strategy for the arts –
Status: Unfunded



- **Objective:** Convene regular public town meetings to shape cultural policy and maintain the direct involvement of civic and community partners in the cultural work plan –
Status: accomplished and ongoing

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DEPARTMENT RELATED STRATEGIC PLAN GOALS:

- ◆ Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs
- ◆ Secure and invest additional public and private resources to improve and expand programs, services and facilities

- ☒ Strategic Plan
- ☒ Business Plan
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- ☐ Other _____
(Describe)

Improve Existing Cultural Facilities in Neighborhoods throughout Miami-Dade

- **Objective:** Upgrade and/or establish 18 neighborhood-based cultural and community centers to be more technically and functionally capable as venues for cultural activities, and more easily accessible to audiences; provide more convenient and affordable cultural and educational activities –
Status: work is accomplished in phases in many instances: 6 projects have been completed (Actors' Playhouse/Miracle Theater, Goodlet Auditorium, Gusman Center for the Performing Arts, Lyric Theater, Miami Children's Museum and Shores Performing Arts Theater); 1 project is slated for completion during FY2004 (Matthew W. Gilbert Auditorium at Florida Memorial College); 11 projects (African Heritage Cultural Arts Center, Civil Rights Museum, Coconut Grove Playhouse, Colony Theater, Haitian Cultural Center/Caribbean Marketplace, Hialeah High School Auditorium, Joseph Caleb Auditorium, Lyric Theater Ancillary Facility, Manuel Artime Performing Arts Center, Miami-Dade County Auditorium, and Milander Auditorium) are ongoing in their planning and implementation.
- **Objective:** Assist in partnership with other County Departments, local municipal governments and civic groups in maintaining and operating neighborhood cultural facilities at optimal levels –
Status: Ongoing; currently actively partnering with: Miami-Dade Park and Recreation Department to maximize facility improvement and operating plans for cultural facilities under its jurisdiction, and with the Vizcaya Trust for Vizcaya; with the City of Aventura (cultural facility planning); City of Coral Gables (new theater facility development, ostensibly for Gablestage; Cultural Affairs Advisory Board); City of Homestead (ArtSouth; Seminole Theater); City of Miami (Gusman; East Little Havana Arts District, Latin Quarter Cultural Center; Caribbean Marketplace; Lyric Theater); City of Miami Beach (Colony; Byron-Carlyle; Office of Tourism and Culture); and the City of North Miami (PAN)
- **Objective:** In tandem with completion of the capital work, program the upgraded facilities to activate them and offer creative, alternative activities for kids and general audiences –
Status: awarded 10 Cultural Access Network (CAN) programming grants in FY04 to build facility usage by cultural groups and audiences; continually updating and prioritizing the list of venues for the CAN program

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DEPARTMENT RELATED STRATEGIC PLAN GOALS:

- ◆ *Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs*
- ◆ *Secure and invest additional public and private resources to improve and expand programs, services and facilities*

Develop New Cultural Facilities

- **Objective:** Advance the operational planning and activation of the downtown Performing Arts Center by its scheduled opening in 2006 –
Status: Continue working collaboratively on the institution-building requirements of the Performing Arts Center and the PACT, including participating as a member of the implementation team for the Knight Foundation grant to the PACT (secured by the Department on behalf of the PACT - \$1.5 for institutional readiness and capacity building for the PACT, the PAC Foundation, and the resident companies), and help implement strategies that directly contribute to their preparation for and ultimate success in the new PAC
- **Objective:** Assess the need for new cultural facilities County-wide continually and actively
Status: Continuously updating the list of community cultural facilities' needs; coordinating community planning and assessment work on cultural facilities with the overall preparations for a General Obligation Bond referendum in November 2004; assisting in finalizing the plans to finance, build and operate a new Miami Art Museum, a new Science Center for the Americas, the Freedom (Tower) Museum, etc. (e.g.: working as a partner with the City of Miami and the Museums on masterplanning Museum Park and beginning the architectural design work for the new institutions); working with municipalities through hired consultant teams (as is the case with Miami Beach) and/or directly with their professional administration (as is the case with Coral Gables) to update the existing list of community cultural facilities' needs within their jurisdictions
- **Objective:** Complete the design, operational planning and activation of the South Miami-Dade Cultural Center by its scheduled opening in 2006 –
Status: Design and Development, and Construction Documents phases completed; construction bid documents being readied, with review completion and contract issuance anticipated in 2004, with the expectation of entering into a construction contract and beginning the construction of the Center by year's end; advancing the work to finalize and begin implementing the Center's programming, governance and financing plans

- ☒ Strategic Plan
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<p>COUNTYWIDE STRATEGIC THEME:</p> <p><i>Quality of Life for All</i> <i>Safety and Quality of Neighborhoods</i> <i>Technology, Innovation, Access and Information</i></p> <p><i>A Healthy Economy</i> <i>Cooperation and Coordination</i> <i>Fiscally Responsible and Stable</i></p> <p>DEPARTMENT RELATED STRATEGIC PLAN GOALS:</p> <ul style="list-style-type: none">◆ <i>Increase participation in and awareness of programs, services and facilities</i>◆ <i>Develop lifelong learning and professional development opportunities through education, outreach and training partnerships</i> <p>Increase public participation in cultural activities</p> <p>➤ Objective: <i>Attract audiences of all backgrounds and means to become eventgoers –</i></p> <p>Status:</p> <ul style="list-style-type: none">• Re-branding and comprehensively launching the discount tickets for students program (f/k/a High 5 Miami), which provides \$5 tickets to cultural events for youths in high school, college, and community centers;• Continuing to update and re-distribute printed and electronic versions of the Cultural Resource Directory;• Continuously revamping and improving the Department’s website to include more searchable databases, more extensive links and e-ticketing;• Undertaking strategic and innovative marketing projects with county departments and civic organizations (e.g., the Greater Miami Convention & Visitors Bureau, the Greater Miami Chamber of Commerce, the Beacon Council, Transit, Miami International Airport, and the Port of Miami), to increase participation by and advance the effectiveness of partnerships with the tourism industry, the business sector and local and regional economic development initiatives• Regularly publishing and distributing the Arts Program Guide for Schools and Communities to educators, administrators, agencies, etc., in partnership with Miami-Dade County Public Schools, the Children’s Cultural Coalition and Arts for Learning Miami• Coordinating training workshops with Arts for Learning Miami and the Children’s Cultural Coalition to increase opportunities for children to experience community cultural activities• Developing and planning the implementation of the “Golden Ticket” free/discounted admission program targeted to low income seniors, in coordination with the Property Appraiser’s “Senior Homestead Exemption” program• Working with the Children’s Trust to introduce the VSA/Pre-K “stArt with the Arts” toolkit in daycare centers	<ul style="list-style-type: none"><input checked="" type="checkbox"/> <i>Strategic Plan</i><input checked="" type="checkbox"/> <i>Business Plan</i><input checked="" type="checkbox"/> <i>Budgeted Priorities</i><input checked="" type="checkbox"/> <i>Customer Service</i><input type="checkbox"/> <i>ECC Project</i><input type="checkbox"/> <i>Workforce Dev.</i><input type="checkbox"/> <i>Audit Response</i><input type="checkbox"/> <i>Other</i> _____ (Describe)
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PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	19 FTE 1 P/T	22 FTE 1 P/T	19 FTE 1 P/T	3 FTE	19 FTE 1 P/T	3 FTE	20 FTE 1 P/T	2 FTE		

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

Recruitments are actively underway to fill two (2) Cultural Affairs Construction Projects Manager positions

C. Turnover Issues

None

D. Skill/Hiring Issues

None

E. Part-time, Temporary and Seasonal Personnel (Including the number of temporaries long-term with the Department)

The Clerk 2 position assigned to the Cultural Resource Center gallery in the lobby of the Government Center Building, as well as carrying other administrative responsibilities, is a part-time (30 hours/week) position.

F. Other Issues

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FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
Revenues								
‣ Other	141	125	31	13	94	50	75	40.00%
‣ Interfund x'fers	3,492	3,172	793	0	2,379	0	-2,379	0.00%
‣ General Fund	6,219	7,409	1,852	0	5,557	0	-5,557	0.00%
‣ Fund 720	253	243	61	172	182.25	172	- 121	0.05%
‣ Carryover	660	526	132	0	394.5	321	- 205	61.03%
Total	10,765	11,475	2,869	13	8,546	371		
Expense*								
‣ Sal/Fringe	1,262	1,491	373	473	1,118	1,250	132	83.84%
‣ Other Op. Exp.	9,125	9,951	2,488	863	7,463	8,982	1,519	90.26%
‣ Capital	19	33	8	4	25	9	- 16	27.27%
Total	10,406	11,475	2,869	1,340	8,606	10,241		

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
‣ 125/127	4,534	12	195	198	
‣ 720	3,667	-47	149	6,142	
‣ 60	4,904	4,236	1,770	530	
Total	13,105	4,202	2,116	6,873	

Comments:

- 1) Revenue receipts are not realized in even, quarterly installments throughout the fiscal year
- 2) Revenues are transferred during the fourth quarter of the fiscal year
- 3) Carryover coming in to FY04 was lower than anticipated due to a shortfall in Tourist Development Tax revenues (for the second consecutive year)
- 4) Grant allocation disbursements occur continuously throughout the fiscal year
- 5) Capital expenditures are not evenly distributed throughout the fiscal year
- 6) FAMIS does not segregate those portions of Equity in Pooled Cash in Fund 72 and Fund 60 that are ascribed to the Department

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STATEMENT OF PROJECTION AND OUTLOOK

The Department projects that it will end the year within authorized budgeted expenditures and with adequate revenues to meet expenses.

Notes and Issues:

- Tourist Development Tax (TDT) revenues, which are a dedicated revenue source for the Department's programs and services, fell short of initially budgeted projections in FY03 by \$153,000. This was the second consecutive year of a TDT revenue shortfall (FY02 revenues fell short of budgeted projections by \$378,000). Despite the compounding TDT shortfalls in FY02 and FY03, the Department cash-flowed its expenses through a combination of utilizing accumulated carry-over revenues from prior years, planned efficiencies in a select number of administrative expenses, and lag-time involved in hiring a new employee. Carry-over funds are instrumental for 1) balancing the Department's budget each year, and 2) forming a reserve for grants that have been extended beyond their original fiscal. The impact of relying on accumulated carry-over revenues to meet budgeted expenses will be fully realized in FY04, when it is projected that carry-over funds will be depleted completely. Consequently, preliminary assumptions for FY05 require additional County revenues to maintain a status quo budget.
- The Florida Legislature's budget for FY2004 reduced State cultural funding from its prior year's level of \$28 million statewide, to \$6.065 million statewide. Typically, Miami-Dade County cultural organizations alone successfully compete for and draw-down roughly 25% of the state's grant funds. The impact of the state funding reduction in FY2004 is especially hard-hitting, and in some cases, life threatening for Miami-Dade County's cultural groups.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Michael Spring (original signed & sent to Alina Hudak)

July 29, 2004

Signature

Department Director

Date _____